Research in Management and Humanities

DWIJMH VOL. 4 NO. 2 (2025) ISSN: 2980-4817

Available online at www.dwijmh.org
Journal homepage: http://www.dwijmh.org
ORCID ID: https://orcid.org/0000-0001-6884-3504

Unpacking the interplay dynamics of the bureaucratic environment, employee treatment and work engagement

Damianus Abun: Professor, Graduate School of Business and Management, Divine Word College of Laoag.
Mary Joy Encarnacion: Program Head, Graduate School of Business, Divine Word College of Vigan.
Marie Grace Seggay: Instructor, School of Arts, Sciences and Education, Divine Word College of Laoag, Laoag City, Ilocos Norte.
Estella P. Apollo: Instructor, School of Arts, Sciences and Education, Divine Word College of Laoag, Laoag City, Ilocos Norte.
Libertine Gertrude R. Macaspac: Director, Quality Assurance, Divine Word College of Laoag, Laoag City, Ilocos Norte.
Marlene T. Nicolas: Dean, School of Arts, Sciences and Education, Divine Word College of Laoag, Laoag City, Ilocos Norte.

A R T I C L E I N F O

Article history:
Received: April 05, 2025
Received in rev. form. April, 30, 2025
Accepted: May 15, 2025
Published: June, 20, 2025

Keywords: ***bureaucracy, treatment, work engagement, workplace relationship***

JEL Classification: M15

A B S T R A C T

The research aimed to explore the impact of the bureaucratic work environment and employee treatment on work engagement. A comprehensive review of existing literature was conducted to enhance the understanding of the topic. A descriptive and correlational research design was employed, with the study's population consisting of employees from the institution where the research took place. Total enumeration was used as the sampling method, and data were collected through questionnaires. Descriptive and inferential statistical methods were utilized for data analysis. The findings revealed that both the bureaucratic work environment and employees' work engagement were high, while employee treatment was moderate. Pearson's r correlation analysis showed a significant relationship between the bureaucratic environment and work engagement, but no significant correlation was found between employee treatment and work engagement. The study acknowledged its limitations due to the restricted population and scope of variables examined. Further research is recommended to explore the influence of organizational culture on work engagement.

© 2025 by the authors. Licensee DWIJMH. This open-access article is distributed under the terms and conditions of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License (https://creativecommons.org/licenses/by-nc-sa/4.0/)

Introduction

Organizations today face a range of challenges that extend beyond issues like financial capital, competition, knowledge, and skills. One of the most critical yet often overlooked challenges is employee motivation. When motivation falters, workers tend to carry out their duties half-heartedly, which can have detrimental effects on

* *Corresponding author. ORCID ID: 0000-0001-6884-3504*
© 2025 by the authors. Hosting by DWIJMH. Peer review under responsibility of Divine Word International Journal of Management and Humanities.

achieving organizational objectives (Nadeem et al., 2019). Monitoring employee performance is vital for early problem detection and avoiding potential negative consequences (van Helden & Reichard, 2018). Therefore, effective management of work performance requires addressing various factors that influence employee engagement. Several factors can demotivate employees, such as a work environment that limits autonomy, disrespectful treatment, or the perception of workers as mere tools rather than individuals with intrinsic value. These issues can undermine performance and, by extension, the overall success of the organization (Wijaya et al., 2021; Mele, 2003).

A bureaucratic work environment presents both advantages and disadvantages. On the positive side, such a system can enhance management efficiency (Erkoc, 2023). In a bureaucratic structure, there is a well-defined hierarchy, a clear division of labor, and prescribed roles and responsibilities. This organization minimizes overlapping tasks and communication breakdowns, improving both efficiency and effectiveness, which ultimately drives performance (Abane & Asamoa, 2020). In certain contexts, a bureaucratic environment can also foster continuance and normative organizational commitment (Suzuki & Hur, 2019). However, the downside is that excessive bureaucracy can stifle employee motivation. According to Matipa (2023), an over-bureaucratized system tends to become self-serving and inefficient, ultimately hindering employees' ability to accomplish the organization's core mission. The rigid structure often results in delays in responding to needs and solving problems (Abane & Asamoa, 2020), and in educational settings, it can suppress creativity and lead to dissatisfaction (Alanoglu & Demirtas, 2021).

Another crucial factor influencing employee motivation is the way workers are treated within the organization. Treatment refers to how employees are treated with fairness and respect by their managers and colleagues, free from discrimination based on gender, race, or religion (Spence, 2017). Abun et al. (2020) expand on this by defining treatment as the respect for workers' rights, fair treatment, and the fostering of caring relationships. Research has consistently shown that how employees are treated directly impacts their motivation, which, in turn, affects both individual and organizational performance (Aun et al., 2020; Tran et al., 2024).

This study underscores the importance of both the bureaucratic environment and employee treatment in enhancing work engagement. Despite their significance, however, there is a notable gap in research examining the specific effects of these two factors on employee work engagement. The goal of this study is to evaluate the extent to which the bureaucratic environment and treatment affect employee work engagement. The study is structured into several sections: an introduction providing the study's background, a literature review explaining the concepts of bureaucratic environment, employee treatment, and work engagement, followed by the research methodology, data analysis, and concluding with a discussion and conclusion.

Literature review

Bureaucratic management style

Organizations today face numerous challenges, not only in terms of financial capital, competition, knowledge, and skills, but also regarding human motivation. When motivation is low, employees may perform their duties and responsibilities half-heartedly, which can be detrimental to achieving organizational objectives (Nadeem et al., 2019). Monitoring employee performance helps management identify problems early, preventing negative consequences (van Helden & Reichard, 2018). Thus, managing work performance requires attention to various factors that affect employee engagement. Many issues can demotivate employees, including a work environment that limits autonomy, disrespectful treatment that fails to honor human dignity, and treating employees as objects rather than subjects. All of these factors can negatively impact both individual and organizational performance (Wijaya et al., 2021; Mele, 2003).

A bureaucratic work environment can have both positive and negative effects. On one hand, it can improve management efficiency (Erkoc, 2023). In such a system, there is a clear hierarchy of authority, a rigid division of

labor, and prescribed rules and responsibilities. This structure helps avoid task overlaps and communication issues, which can enhance efficiency and performance (Abane & Asamoa, 2020). In certain contexts, it can also improve organizational commitment, particularly continuance and normative commitment (Suzuki & Hur, 2019). On the other hand, excessive bureaucracy can hinder employee motivation, as noted by Matipa (2023), who points out that excessive bureaucracy makes the organization more self-serving and less able to achieve its core mission. The rigid structure can lead to delays in responding to needs and solving problems (Abane & Asamoa, 2020). In educational settings, for instance, such a system may stifle creativity and lead to dissatisfaction (Alanoglu & Demirtas, 2021).

Another key factor that can influence employee motivation is treatment. Treatment refers to how employees are treated with fairness and respect by their managers and colleagues, without discrimination based on gender, race, or religion (Spence, 2017). Abun et al. (2020) define employee treatment as encompassing respect for workers' rights, fair treatment, and caring relationships. Studies have shown that treatment significantly impacts employee motivation, which in turn affects both individual and organizational performance (Aun et al., 2020; Tran et al., 2024).

This study recognizes the importance of both the bureaucratic environment and employee treatment as significant factors in boosting employee work engagement. However, despite the importance of these factors, limited research has been conducted on how the bureaucratic environment and employee treatment affect work engagement. The goal of this study is to assess the extent to which these variables influence employees' work engagement. The study is structured into several sections: an introduction providing the background, a literature review discussing the concepts of bureaucratic environment, employee treatment, and work engagement, followed by research methodology, data presentation and analysis (results), and finally, the discussion and conclusion.

Employee treatment

According to the objectives of this paper, three topics under employee treatment need to be discussed: employee treatment according to the Labor Code of the Philippines, respect in the workplace, and caring relationships in the workplace.

Employee Treatment Under the Labor Code of the Philippines in Terms of Workers' Rights

The Cambridge Dictionary defines treatment as "the way you deal with or behave toward someone or something." This definition is similar to that offered by Collins Dictionary, which describes treatment as "the manner of handling or dealing with a person or a thing." In relation to this study, treatment refers to how school management or administrators interact with or handle employees (Unsal & Rayfield, 2019). In terms of employee treatment, the government, through the Department of Labor and Employment, has established laws under the Labor Code of the Philippines. The Labor Code has outlined guidelines on how management should treat employees. It includes workers' rights, management prerogatives, and a dialogue mechanism between labor and management, known as the Collective Bargaining Agreement (CBA) (Labor Law PH, 2023).

Under the Labor Code of the Philippines, the government acknowledges management prerogatives, which include hiring, firing, promoting or demoting employees, laying off employees, setting policies, discipline, working hours, and work structure (Labor Law PH, 2023). Management holds the prerogative power to hire and fire employees who do not meet employment standards, promote or demote employees based on performance, terminate employees, discipline them, and determine working hours and structures. However, when exercising these prerogatives, management must not violate workers' rights (Labor Law PH, 2023). By instituting management prerogatives and workers' rights, the government strives to balance the power between labor and management (Jimenez, n.d). In case of conflicts between labor and management, the Labor Code provides a mechanism called the Collective Bargaining Agreement (CBA), where labor representatives and management can discuss and resolve their differences.

Workers' rights under the Labor Code of the Philippines include security of tenure, self-organization, collective bargaining, just and humane working conditions, the right to strike, participation in decision-making, a just share of the fruits of production, a living wage, labor standards, and CBA rights (Jimenez, n.d). These rights stem from the 1987 Constitution of the Republic of the Philippines, Article XIII on Human Rights and Social Justice (GOVPH, 1987). These rules guide management on how to treat employees, and violating these laws is considered illegal.

Security of tenure ensures that employees cannot be dismissed without just or authorized cause, and such dismissals must follow due process, including an investigation. This right is specified in Article 294 of the Labor Code, which states, "The employer shall not terminate the services of an employee except for a just cause or when authorized" (Jimenez, 2002; Calayag, 2018). Following security of tenure, employees also have the right to self-organization, which means they can join, assist, or form labor organizations for collective bargaining or mutual aid and protection (Jimenez, n.d). This right is outlined in Republic Act No. 875, Section 3 (Republic of the Philippines, 1953). The Constitution also empowers employees with the right to bargain collectively. Jimenez and Jimenez (n.d, 2002) argue that the right to self-organization leads to collective bargaining, where employees can negotiate for better terms and conditions with management. This right is detailed in R.A. 875, Sections 12-14.

Under the Labor Code, employees also have the right to humane working conditions. Management is required to ensure that employees work under conditions that are just and humane. This right includes equal pay for equal work, and the Department of Labor and Employment sets minimum wage standards, working hours, holiday pay, overtime pay, night differential, service incentives, separation pay, 13th-month pay, maternity and paternity benefits, social security, employee compensation, PhilHealth, and Pag-Ibig benefits. These protections aim to prevent worker exploitation (Jimenez, 2002; Busto, 2013). In addition to humane working conditions, employees also have the right to strike and participate in decision-making processes that concern their rights, interests, benefits, and welfare. Employees in legitimate labor organizations can strike to strengthen their bargaining power, and the 1987 Constitution guarantees their right to participate in decision-making processes regarding matters that impact their rights and well-being (Jimenez, n.d.; Busto, 2013). Furthermore, the Constitution, as reflected in the Labor Code, establishes standards for a living wage, ensuring that wages are commensurate with the cost of living in a particular region.

The final two workers' rights relate to a just share of the fruits of production and full employment and equality of employment opportunities. These rights emphasize that employees are entitled to a share of productivity, particularly incremental productivity arising from their extra efforts (Jimenez, 2002). The 1972 Constitution also provides the foundation for employees to claim their right to full employment and equality of employment opportunities, which was incorporated into the Labor Code of the Philippines. Under this law, any form of discrimination is illegal (Jimenez, n.d.; Busto, 2013).

Implementing the workers' rights specified in the Labor Code provides the legal and moral framework for employer-employee interactions. These rights form the normative standards for how employers should treat employees and can be considered examples of fair treatment. Fair treatment is vital to employees, as they are concerned with how they are treated in the workplace. Fair treatment can significantly affect employee well-being, both economically and psychologically (Lind & Tyler, 1988; Hassan, 2012). Studies have shown that fair treatment can enhance employee trust in management, job satisfaction, work engagement, intrinsic motivation, and can help prevent turnover (Choi, 2011; Kim & Rubyanti, 2011; Rubin, 2011 as cited by Hassan, 2012).

Respect in the workplace

Parents teach their children to respect others, regardless of who they are. Moreover, respect extends not only to human beings but also to all living and non-living things, including the environment (Taylor & Jamieson, 2011). Respect for animals is emphasized because they experience pleasure and pain (Singer, 1974, as cited by Cochrane,

n.d.). Any sentient being deserves respect and protection due to its capacity to feel pain (Read & Birch, 2023; Whylly, 2017; Candiotto, 2024). This protection and respect are not based on their usefulness to humans but rather on their inherent value (Regan, 1983). Regan (1983), as cited by Cochrane (n.d.), argued that all entities who are "subject-of-a-life" possess inherent value, meaning they have worth in themselves, independent of their utility to humans. Consequently, they deserve respect. Respect, therefore, should not be limited to human beings but extended to all beings.

Respect for others is considered a categorical imperative (CI) according to Immanuel Kant (Thiel, 2013). As a moral law, all human beings are obligated to uphold it, and failing to do so is deemed immoral (Ross, 2009). This imperative represents a universal law that must be obeyed. However, the deeper reason for respecting others lies in shared humanity (Aylsworth & Castro, 2024). The principle of humanity encompasses the features that make individuals distinctively human, including the ability to engage in self-directed rational behavior and to pursue personal goals (Johnson, 2016). This principle asserts that individuals should never treat others merely as means to an end but rather as ends in themselves (Hodson, 1983). It cautions against the instrumentalization of human beings, reminding people to acknowledge their dignity and intrinsic worth (Johnson, 2016). Human beings are not objects to be used by others; they are subjects with dignity and should therefore be respected (Malpas & Lickiss, 2007). Kant argued that all persons are owed respect simply because they are persons—free, rational beings with dignity, serving as ends in themselves (Dillon, 2018).

The Catholic Church upholds human dignity as the foundation of all its social teachings (Gormally, 2004). According to the Church, every human being possesses inherent dignity because they are created in the image and likeness of God. This dignity is independent of race, gender, age, religion, color, or ability and is based on the belief that all human beings are God's creation (Gotoh & Richardson, 2004; Hasegawa, 2024; Bayertz, 1996). Therefore, human dignity must never be compromised (Caritas Australia, n.d.). The Catholic Church actively promotes social actions that restore human dignity through initiatives aimed at integral human development (Development and Peace, 2000). The Church's social actions stem from a deep respect for human dignity, and it bears the moral responsibility to uphold and restore this dignity (Yuen, 2020). Respect is not merely a choice for the Church; it is a moral obligation—a categorical imperative that must be fulfilled unconditionally (Schönecker & Schmidtz, 2017).

Research on workplace respect has become increasingly significant, particularly within Catholic education settings, as it relates to job satisfaction. Edery (2017), Gurchiek (2016), and Ghaffari and Burgoyne (2017) examined the influence of organizational respect on job satisfaction in human service industries. Their findings highlight that workplace respect is a key predictor of employee job satisfaction. They confirm that respectful treatment of employees at all levels is a crucial factor in overall job satisfaction. Boafo (2018) further reinforced these findings, demonstrating that verbal abuse and perceived respect in the workplace significantly impact job satisfaction. Unfortunately, respect in the workplace is not always distributed equally. Brooks (2018) conducted a comparative study on job satisfaction and respect among able-bodied and disabled individuals. The study found that disabled persons received significantly less respect, which negatively affected their job satisfaction. To address this disparity, the study recommended implementing disability awareness training for all employees to enhance the respect experienced by disabled workers (Brooks, 2018).

Caring relationships in the workplace

The philosophical and moral foundation of caring relationships in the workplace is rooted in the ethics of care, originally developed by Noddings (1984). This ethical theory argues that moral actions should be based on interpersonal relationships (Staudt, 2016), with actions and decisions guided by a commitment to care (Linsley, 2016). While the ethics of care was initially conceptualized as an approach to education, it has since been applied across various aspects of life, including both the home and the workplace, emphasizing that caring is the moral foundation of relationships (Haddad, 2015).

For Noddings (1984), a caring relationship is a fundamental aspect of education, serving as the moral foundation of teaching and the basis for student-teacher interactions, where the teacher assumes the role of the carer and the student is the cared-for. The ethics of care, initially used to shape student-teacher relationships, has been extended to all forms of human interaction, including workplace relationships (McAuliffe, 2023). Consequently, decision-making should be rooted in the ethics of care, with caring serving as the primary basis for such decisions (Smith, 2020). Noddings (2002, as cited by Smith, 2020) further argues that care is essential to human life, as all individuals desire to be cared for.

Caring inherently involves sympathy, which Burton (2015) defines as a feeling of care and concern for another, often someone close, accompanied by a desire to improve their well-being or happiness. In this context, the carer becomes deeply involved in the cared-for's situation, empathizing with their experiences and supporting them in overcoming difficulties. To genuinely understand the emotions of the cared-for, the carer must be receptive and attentive to their expressions and concerns. Through active listening, the carer can respond in ways that meaningfully support the cared-for, who, in turn, feels truly cared for (Smith, 2020).

In the workplace, the manager assumes the role of the carer, while employees are the cared-for. Based on Noddings' (1984, 2002) concept, the carer's actions and decision-making must prioritize the well-being of the employees. Management must demonstrate compassion, understand employees' emotions, and respond to their needs (Simpson et al., 2013). By fostering a culture of care, management expresses empathy toward employees and provides support that enhances their overall well-being (van Dijke et al., 2023). A study by Eldor and Shoshani (2016) on the caring relationships between school staff and teachers' work engagement found that compassion from colleagues and principals positively correlates with organizational commitment and job satisfaction. Similarly, Houston (2020, as cited by Moynihan & Pandey, 2008, and Hodson, 2004), argued that positive workplace interactions improve job satisfaction and reduce employee turnover. When employees feel supported by leadership, they are more inclined to remain loyal to the organization.

Tran et al. (2018) further found that high-quality workplace relationships enhance employees' job performance, commitment, and overall well-being while reducing job-related stress. Earlier, Barsade and O'Neill (2014) investigated whether employees who feel loved perform better and concluded that they do. Aligning with these findings, Rosanne (2014) emphasized that caring relationships are central to organizational success, advocating for relationship-based care as an effective model in any organization. Caring in the workplace reflects kindness, compassion, and generosity, wherein leadership dedicates time, energy, and effort to connect with employees and their teams (Brenner, 2017).

The Mental Health Foundation (2016) highlighted several benefits of fostering caring relationships in the workplace, including increased job satisfaction, lower turnover rates, and a more positive and productive work environment. Such a workplace culture also promotes employees' mental well-being, leading to reduced absenteeism. It is therefore recommended that both management and colleagues remain attentive to the well-being of employees, offering support and intervention when needed (Boden-Stuart & Larkin, 2023).

Work engagement

Two of the most important objectives of any organization are sustainability and competitiveness (Vargas-Hernandez, 2021; Wood, 2015; Sharpe, 1997). Organizations strive not only for survival but also for maintaining their competitive edge (Rozeman et al., 2023). Competitiveness, in turn, influences sustainability. Achieving these two objectives requires management to focus on various aspects of the work environment, including economic and human dimensions (Hart & Milstein, 2003; Spreitzer et al., 2012; Florea et al., 2013). Despite the critical role of human dimensions, they remain among the most neglected aspects of management, affecting work engagement, which is essential for sustainability (Spreitzer et al., 2012; Florea et al., 2013; Kim et al., 2016).

Statistics on global employee engagement from Gallup's 2022 report present a concerning trend. The report indicates that only 21% of employees worldwide are engaged at work. Similarly, Heartbeat Consulting Group (2020) highlighted a declining trend in employee engagement, particularly in educational institutions and non-profit organizations. The report showed that only 39% of employees in educational institutions and the non-profit sector are engaged, while the rest are disengaged. This suggests that many employees lack a positive emotional connection to their work, as reflected in low dedication and weak focus.

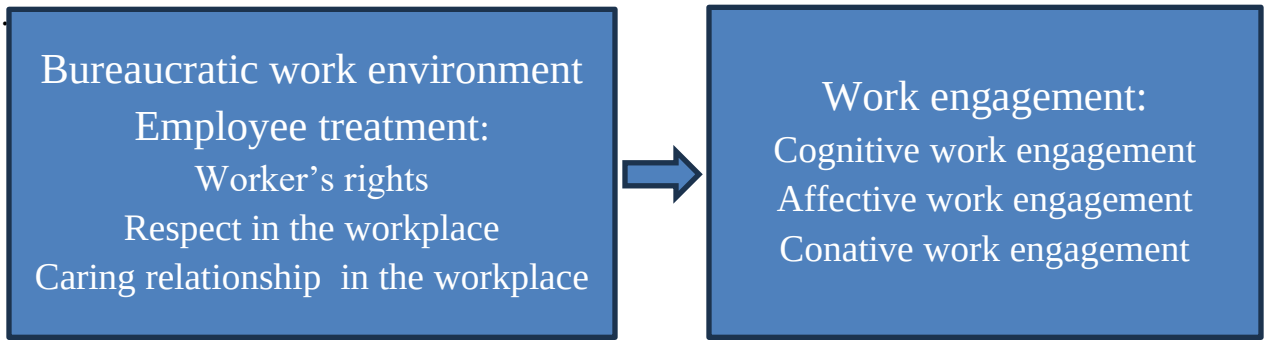
Schaufeli and Bakker (2010) define work engagement as "a positive, affective-motivational state of high energy combined with high levels of dedication and a strong focus on work." Similarly, Bakker and Demerouti (2008) describe it as a positive emotional state of work-related well-being characterized by vigor, dedication, and absorption. Schleupner and Kuhnel (2021) define it as "an affective-motivational state of feeling vigorous, absorbed, and dedicated while working." These definitions highlight the significance of work engagement in enhancing creativity, task performance, organizational citizenship behavior, and client satisfaction (Bakker et al., 2014, as cited by Bakker & Albrecht, 2018). Work engagement also indicates a psychological connection between employees and their work (Bakker et al., 2008), characterized by high energy, involvement, and efficacy (Maslach & Leiter, 1997). Notably, work engagement is distinct from workaholism (Bakker et al., 2008).

Green et al. (2017) identified three key dimensions of work engagement: (a) a positive emotional state, (b) a sense of energy, and (c) behaviors that promote productivity. Kuok and Taormina (2017) further classified work engagement into cognitive, affective, and conative elements, suggesting that engagement involves knowledge, emotions, and behavior.

Several studies have explored the factors influencing work engagement. While numerous elements contribute to engagement, Green et al. (2017) found that the fulfillment of employees' needs is the most significant factor. The confirmation or disconfirmation of need fulfillment influences emotional responses and engagement levels. Other factors supporting work engagement include collegial and supervisory support, performance feedback, skill variety, autonomy, and learning opportunities (Bakker & Demerouti, 2008; Schaufeli & Salanova, 2007). Positive self-evaluation, which enhances an individual's sense of capability, also plays a role (Hobfoll et al., 2003). Additionally, Abun et al. (2021) identified different work environments—bureaucratic, humanistic, and entrepreneurial—as contributing factors to work engagement.

Work engagement is consistently linked to job performance. Numerous studies have examined this relationship, confirming its positive impact. For instance, Kim et al. (2012) and Yao et al. (2022) found that engagement enhances individual performance. Earlier, Bakker and Bal (2010) investigated the effect of work engagement on weekly job performance, supporting later findings. Wang and Cheng (2020) also emphasized that increased work engagement influences employees' emotional, cognitive, and forward-looking behaviors, ultimately improving job performance. Similarly, Bakker et al. (2012) found that work engagement positively affects task performance, contextual performance, and active learning. These findings provide strong evidence that work engagement is a critical factor warranting management's attention.

Conceptual framework



Source: Abun, et al. (2020) Kuok and Taormina (2017).

Figure 1: The conceptual framework explains the content and purpose of the study. It describes that the bureaucratic environment and employee treatment influence the work engagement of the employees.

Statement of the problems

The study aimed to examine the extent of the impact of bureaucratic work environment and employee treatment on the work engagement of the employees. It specifically answered the following questions:

1. What is the level of the bureaucratic work environment of the institution?
2. What is the level of employee treatment in terms of:
   a. worker's rights
   b. respect in the workplace
   c. caring relationship?
3. What is the level of work engagement of the employees in terms of:
   a. cognitive work engagement
   b. affective work engagement
   c. conative work engagement
4. Is there a relationship between a bureaucratic work environment on work engagement?
5. Is there a relationship between employee treatment and work engagement?

Hypothesis

Any management or leadership style inevitably influences employee performance to some degree (Hidayah & Nazaruddin, 2017; Pizzolitto et al., 2022). Similarly, the way employees are treated also impacts their performance (Abun et al., 2023). This study hypothesizes that both a bureaucratic work environment and employee treatment significantly affect employees' level of work engagement.

Scope and delimitation of the study

While numerous factors can influence employees' work engagement, this study focuses specifically on two predictive variables: the bureaucratic work environment and employee treatment. The research is limited to employees of Divine Word College of Laoag, Ilocos Norte, and does not extend to other institutions or external factors that may also impact work engagement.

Research methodology

In adherence to scientific research standards, this study follows systematic procedures and techniques to ensure scientific rigor. The quality and reliability of the study are largely determined by its research methodology (Wilkinson & Birmingham, 2003). Therefore, appropriate methodologies were employed, including the selection of a research design, data-gathering instruments, target population, study locale, data collection procedures, and statistical data analysis.

Research design

As a quantitative study, this research employs a descriptive assessment and correlational research design to examine the bureaucratic work environment, employee treatment, and their impact on employee work engagement. Descriptive research is used to analyze the data collected through questionnaires, which are then processed using statistical methods. It provides insights into profiles, frequency distributions, and the characteristics of individuals, situations, phenomena, or relationships between variables. In essence, it describes "what is" based on the data (Ariola, 2006, cited by Abun, 2019).

Aligned with the objectives of this study, both descriptive assessment and correlational methods were applied. Specifically, the research investigates employees' level of trust in management and its influence on work engagement.

The locale of the study

The study was conducted in Divine Word College of Laoag, Ilocos Norte.

Population

The study population consisted of all employees and faculty members of Divine Word College of Laoag, Ilocos Norte. Total enumeration sampling was employed, ensuring that all eligible individuals participated as respondents in the study.

Data gathering instruments

The study utilized validated questionnaires developed by Abun et al. (2020) to assess the bureaucratic work environment and employee treatment, and by Kuok and Taormina (2017) to measure work engagement.

Data gathering procedures

During the data collection process, the researcher formally requested permission from the College President to distribute the questionnaires within the institution. The researcher personally met with the President and employees, seeking their cooperation in completing the survey. The completed questionnaires were collected through coordination between employee representatives and the researcher, with the assistance of the college’s faculty and staff.

Ethical approval

The study underwent an ethical review and was approved to proceed, as it did not involve any sensitive issues.

Statistical treatment of data

In alignment with the descriptive assessment and correlational research design, both descriptive and inferential statistics were utilized. The weighted mean was employed to assess the levels of the bureaucratic work environment,

employee treatment, and employees' work engagement, while Pearson's r was used to determine the correlation among these variables.

The following ranges of values with their descriptive interpretation were used:

Statistical Range	***Descriptive Interpretation***
4.21-5.00	*strongly agree/Very high (SA/VH)*
3.41-4.20	*Agree/High (A/H)*
2.61-3.40	*Somewhat agree/Moderate (SWA/M)*
1.81-2.60	*Disagree/Low (D/L)*
1.00-1.80	*Strongly disagree/Very Low (SD/VL)*

Data presentation and analysis

The data are presented in alignment with the study's statement of the problem, followed by their corresponding interpretations.

Problem 1: What is the level of the bureaucratic work environment of the institution?

Table 1: ***Level of the bureaucratic work environment of the institution***

Indicators	**Mean**	**DI**
1. Employees here do the same job, in the same way, every day.	3.66	A
2. Employees are not allowed to do things on their own	3.95	A
3. There can be little action taken here until a supervisor approves a decision.	3.76	A
4. Even small matters have to be referred to someone higher up for a final answer.	3.66	A
5. In general, a person who wants to make his own decisions would be quickly discouraged in this agency.	3.53	A
6. There are so many rules and policies to be followed.	3.77	A
7. Decisions are always delayed because they have to be going through several processes and procedures.	3.73	A
8. Lower-level managers are not free to make decisions.	3.86	A
9. People are afraid to violate the policies because it means punishment.	3.56	A
Composite Mean	3.72	**A**

Source: Source: Abun, et al. (2020)

Legend:

Statistical Range	***Descriptive Interpretation***
4.21-5.00	*strongly agree/Very high (SA/VH)*
3.41-4.20	*Agree/High (A/H)*
2.61-3.40	*Somewhat agree/Moderate (SWA/M)*
1.81-2.60	*Disagree/Low (D/L)*
1.00-1.80	*Strongly disagree/Very Low (SD/VL)*

The data in the table show that, overall, the institution's bureaucratic work environment received a composite mean rating of 3.72, classified as "agree/high." This rating suggests that the bureaucratic work environment is neither very high nor very low, but rather falls within the high category. Even when analyzed separately, all indicators remain within the same high mean rating. Employees agree that they are not free to perform their tasks independently but must adhere to established rules and procedures, with all decisions referred to higher-ups. Non-compliance with

these rules results in punishment. In other words, the work environment is highly controlled and governed by strict regulations and procedures (Börnfelt, 2023).

Studies have examined the impact of a bureaucratic environment on employee performance, yielding conflicting results. Some findings indicate a positive correlation between a bureaucratic work environment and performance (Lesmana et al., 2022; Sanjaya et al., 2024). Conversely, other studies suggest negative effects, such as decreased work performance (Buettner, 2017; Wahab & Jawando, 2008), or no significant association at all (Kang et al., 2024; Langer et al., 2017). These conflicting findings suggest that the impact of a bureaucratic work environment is contingent on contextual factors (Bonsue, 2024).

Problem 2: What is the level of employee treatment in terms of:

- ***a. worker's rights***
- ***b. respect in the workplace***
- **c. *caring relationship*?**

Table 2: Level of employee treatment in terms of workers' right

	Indicators	Mean	DR
1.	Security of tenure is followed.	3.45	A
2.	Employees feel secure when they are already employed.	3.24	SWA
3.	The offices are comfortable enough to work.	3.46	A
4.	Employees are allowed to participate in decision-making through their representatives.	3.05	SWA
5.	Management listens to the ideas of employees through their representatives.	2.91	SWA
6.	Salary is given according to the rank and job grade.	3.22	SWA
7.	Salaries are beyond the minimum wage.	3.21	SWA
8.	Employees' problems are solved through due process.	2.96	SWA
9.	The employees' freedom of expression is protected.	3.01	SWA
10.	The employees are allowed to organize themselves.	3.26	SWA
	Composite Mean	**3.18**	**SWA**

Source: Source: Abun, et al. (2020)

Protecting workers' rights is a moral imperative that management must uphold (Heiland et al., 1984; Derr et al., 1985; Lindhouts & Reniers, 2021; Lysova et al., 2023). The data in the table show that employee treatment, particularly regarding workers' rights, received a composite mean rating of 3.18, which is interpreted as "somewhat agree" or "moderate." This suggests that the treatment of workers' rights is neither very high nor high, but also not very low or low—it falls within the moderate range.

Employees somewhat agree that the overall treatment of aspects such as security of tenure, workplace security, working conditions, participation in decision-making, consideration of employee views, salary, due process, freedom of expression, and the right to self-organization is moderate. This moderate treatment of fundamental moral concerns suggests that management does not fully prioritize adherence to moral standards. Insufficient attention to ethical issues within an organization can lead to "quiet quitting," where employees limit their efforts to fulfilling only the basic requirements of their job descriptions. Beyond this, it may also result in psychological distress among employees (Honnet, 1982, 1996).

Table 3 Level of employee treatment in terms of respect in the workplace

	Indicators	Mean	DR
1.	I feel valued in my institution.	3.48	A
2.	All employees have equal access to professional development and training opportunities.	3.04	SWA
3.	The management treats employees with respect.	3.26	SWA
4.	The behavior of the management toward the employees is appropriate and does not make fun of employees.	3.31	SWA
5.	The management typically welcomes ideas from employees who have different views, opinions, and experiences from theirs.	3.13	SWA
6.	The management can work with employees coming from different backgrounds.	3.28	SWA
7.	The management can openly discuss any concerns with the employees.	3.14	SWA
8.	Our employees are promoted based on their skills, abilities, and experience, regardless of gender, age, ethnicity, sexual orientation, or other unique characteristics.	3.36	SWA
9.	The management would forgive an honest mistake of employees.	3.41	A
10.	Overall, our institution is a respectful place to work.	3.51	A
Composite Mean		**3.29**	**SWA**

Source: Source: Abun, et al. (2020)

Respect is a fundamental moral standard that all individuals should uphold. It serves as a core principle guiding ethical behavior and should be practiced in interactions with others (Schroeder et al., 2019; Hodson, 1983; Beach et al., 2007). The concept of respect is deeply rooted in human dignity (Andorno & Pele, 2015; Andorno, 2013), which asserts that all humans possess inherent worth. To respect someone is to acknowledge their intrinsic value and dignity.

The data in the table indicate that employee treatment in terms of respect in the workplace received a composite mean rating of 3.29, which is interpreted as "somewhat agree" or "moderate." This suggests that respect in the workplace is neither very high nor high, but also not very low or low—it falls within the moderate range. Employees somewhat agree that overall treatment in areas such as recognition, equal access, respect for ideas and differences, and non-discrimination is moderate. This moderate rating signals a concern, suggesting the need for significant improvement in this aspect. A lack of respect in the workplace can have serious negative consequences, including decreased job satisfaction, reduced productivity, and heightened stress levels, which may lead to mental health issues (Guo et al., 2020; Dåderman et al., 2024).

***Table 4: Level of* employee treatment in terms of workplace relationship**

	Indicators	Mean	DR
1.	The management offers help to employees when they are overworked or having some difficulties.	3.11	SWA
2.	The management looks after the welfare of the employees.	3.18	SWA
3.	The management is very considerate of employees and respects their abilities and willingness to learn.	3.21	SWA
4.	The management helps employees who have particular problems to overcome.	3.21	SWA
5.	The management respects employees' limitations and tries to help when they ask.	3.19	SWA
6.	People feel understood and accepted by the management.	3.18	SWA
7.	Employees can openly discuss and share their ideas with the management.	3.14	SWA
8.	The employees can talk openly to the management about their difficulties because employees believe that the management will listen.	3.08	SWA

9. Employees believe that if they share ideas and task-related problems, their management will listen and respond constructively.	3.14	SWA
10. The management and employees trust each other as co-workers.	3.22	SWA
Composite Mean	**3.17**	**SWA**

Source: Source: Abun, et al. (2020)

Workplace relationships are widely recognized as having a significant impact on both individual and organizational outcomes (Costa, 2018). Gerbasi et al. (2023) emphasized that positive or negative workplace relationships influence individual work performance and attitudes.

The workplace relationship within the institution received a composite mean rating of 3.17, which is interpreted as "somewhat agree" or "moderate." This suggests that workplace relationships are neither very high nor high, but also not very low or low—they fall within the moderate range. Even when the indicators are analyzed separately, all are rated within the same level of mean rating, which is moderate. Employees somewhat agree that management's concern for employees, willingness to help, respect, understanding, and openness to employees' ideas are moderate. This moderate rating suggests that management needs to improve its relationship with employees, as workplace relationships can significantly impact employees' motivation and job satisfaction (Liu et al., 2020; Xia & Lin, 2021).

Table 5: ***Summary of employee treatment***

Indicators	Mean	DR
Workers' Right	3.18	SWA
Respect in the workplace	3.29	SWA
Workplace Relationship	3.17	SWA
Overall Mean	**3.21**	**SWA**

The employee treatment received a mean rating of 3.21, which is interpreted as "somewhat agree" or "moderate." This suggests that employee treatment is neither very high nor high, but also not very low or low—it falls within the moderate range. Even when examined individually, all dimensions of employee treatment are rated at the same moderate level. This rating highlights concerns about the work environment, suggesting the need for significant improvements to enhance employee well-being and satisfaction.

Problem3: What is the level of work engagement of the employees in terms of:

- ***a. Cognitive work engagement***
- ***b. Affective work engagement***
- ***c. Conative work engagement***

Table 6: Level of work engagement of the employees in terms of cognitive work engagement

Indicators	Mean	DR
1. My mind is often full of ideas about my work	3.79	A
2. My mind is fully engaged with my work	3.75	A
3. I have an idea about how to perform my work better.	3.85	A
4. I search for new ways to improve my knowledge related to my work.	3.79	A
5. My thoughts are fully focused when thinking about my work.	3.87	A
Composite Mean	3.81	**A**

Source: *Kuok and Taormina (2017)*

Cognitive work engagement is a vital factor in enhancing work performance. Gede and Huluka (2024) emphasized that when employees are mentally focused and actively engaged in their tasks, they tend to produce higher-quality work and achieve better results. In other words, the more cognitively invested an employee is in their work, the better their performance (Turner, 2020).

The data in the table show that employee work engagement, specifically in terms of cognitive engagement, received a composite mean rating of 3.81, which is interpreted as "agree" or "high." This suggests that cognitive engagement among employees is not at the highest level, nor is it low or moderate—it is consistently high. Even when analyzed separately, all individual items fall within the same high range. Employees agree that they frequently think about their work and focus their attention and mental effort to accomplish tasks. However, fluctuations in cognitive engagement—whether too high or too low—can impact productivity and overall work performance (Gaweda & Lynch, 2022; Chi et al., 2018).

Table 7: ***Level of work engagement of the employees in terms of Emotional work engagement***

	Indicators	Mean	DR
1.	I feel very delighted about what I am doing whenever I am working.	3.69	A
2.	I am excited to do my work.	3.74	SWA
3.	I feel good about the work that I do.	3.69	A
4.	I am always very enthusiastic to perform my work.	3.74	A
5.	I feel very happy when I carry out my responsibilities at work.	3.71	SWA
Composite Mean		3.71	**A**

Source: *Kuok and Taormina (2017)*

Accomplishing a task requires more than just cognitive engagement—it also demands affective engagement, which involves an emotional connection and investment in one's work. This type of engagement is characterized by enthusiasm, vigor, and dedication (Cooper & Feeny, 2017). Chen et al. (2024) highlighted the crucial role of affective engagement in enhancing work performance, arguing that when employees feel emotionally connected to their tasks, they are more likely to produce high-quality outputs and go beyond their assigned responsibilities.

The data in the table indicate that employee work engagement, specifically in terms of emotional engagement, received a composite mean rating of 3.71, which is considered high. This suggests that employees' emotional engagement is not at the highest level, nor is it low or moderate—it remains consistently high. Even when analyzed separately, all indicators fall within the same high range. Employees agree that they are emotionally invested in their work and take satisfaction in fulfilling their duties and responsibilities.

Table 8: Level of work engagement of the employees in terms of Physical work engagement

	Indicators	Mean	DR
1.	No matter how much I work, I still have a high level of energy.	3.68	A
2.	I have a great deal of stamina for my work.	3.74	A
3.	I have a lot of energy for my work.	3.74	A
4.	I am frequently energized by my work.	3.76	A
5.	Though my work is physically challenging, I am still excited to do it.	3.79	A
Composite Mean		3.74	**A**

Source: *Kuok and Taormina (2017)*

Cognitive and affective engagement alone are not sufficient to support optimal work performance; a behavioral dimension—physical engagement—is also essential. Positive thoughts and emotions must be translated into action for meaningful impact. Physical engagement refers to the effort and energy employees invest in their tasks, making it a critical factor in organizational success (Clack, 2021). Employees who are physically engaged in their work tend to perform better in their roles (Tsen et al., 2023).

The data in the table indicate that employees' physical engagement received a composite mean rating of 3.74, which is considered high. This suggests that while it is not at the highest level, it is consistently strong rather than low or moderate. Even when analyzed separately, all indicators fall within the same high range. Employees agree that they are physically engaged in their work, demonstrating high energy, stamina, and a willingness to take on challenging tasks.

Table 8: Summary table

	Indicators	Mean	DR
1	Cognitive Work Engagement	3.78	A
2	Emotional Work Engagement	3.50	A
3	Physical Work Engagement	3.67	A
Overall Mean		**3.65**	**A**

Overall, work engagement received a composite mean rating of 3.65, which falls within the "agree/high" category. This indicates that while employee engagement is strong, it is not at the highest level, nor is it low or moderate. Each dimension of work engagement, when assessed individually, also falls within the same high range. However, despite this positive rating, there remains room for improvement, as organizational performance is heavily influenced by employee engagement (Byrne et al., 2011; Harter et al., 2002; Oleivera, 2020).

Problem 4: Is there a relationship between a bureaucratic work environment on work engagement?

Table 9: Relationship between bureaucratic work environment and work engagement

Bureaucratic work environment	Pearson's r	Interpretation	p-value/ Significance	Decision (Ha)
Cognitive engagement	0.234**	+Weak Relationship	0.005	Supported
Emotional engagement	0.034	+Very weak Relationship	0.690	Not Supported
Physical engagement	0.211*	+Weak Relationship	0.012	Supported
Work Engagement As a whole	0.174*	+Very Weak Relationship	0.040	Supported

Note. * p < .05, ** p < .01, *** p < .001

In some contexts, a bureaucratic work environment hinders performance and engagement by limiting creativity, fostering dissatisfaction, and demotivating employees (Matjie, 2018). However, in other settings, a well-structured bureaucratic system can enhance work engagement by providing clear job descriptions and a sense of security and fairness. While structure can be beneficial, excessive bureaucracy often leads to frustration, demotivation, and reduced engagement (Koeswayo et al., 2024). In the context of the institution under study, the correlational analysis indicates that the bureaucratic work environment significantly influences overall work engagement ($r = 0.174$, $p > .04$), supporting the hypothesis. However, when examining specific dimensions of work engagement, emotional

engagement appears unaffected by the bureaucratic work environment ($r = 0.034$, $p > .690$), thus, the hypothesis is not supported.

Problem 5: Is there a relationship between employee treatment and work engagement?

Table 11: Relationship between employee treatment and work engagement

Work Engagement	**Pearson's r**	**Interpretation**	**p-value/ Significance**	**Decision (Ha)**
Employee Treatment	-0.004	-Very Weak Relationship	0.959	Not Supported

While employee treatment often leads to positive outcomes, such as higher job satisfaction and engagement (Sypniewska et al., 2023; Mohamed et al., 2024), this is not always the case. Factors such as company culture, industry norms, individual personalities, job roles, power dynamics, and specific workplace situations can result in varying effects, both positive and negative. In the context of the institution under study, correlation analysis indicates no significant relationship between employee treatment and work engagement ($r = -0.004$, $p < 0.959$), thus, the hypothesis is not supported.

Results and discussion

The results of the current study indicate that while both the bureaucratic work environment and work engagement in the institution are rated as high, employee treatment is only moderate. However, Pearson r correlation analysis reveals that the bureaucratic work environment is significantly correlated with work engagement, whereas employee treatment does not show a significant correlation with work engagement. These findings warrant further discussion on the positive and negative effects of bureaucracy on work engagement, as well as the impact of employee treatment on work engagement.

Existing studies on the effects of bureaucracy on work engagement and performance generally highlight its negative impact, such as decreased motivation and job satisfaction, lower productivity due to excessive rules and rigid procedures, and limited autonomy that stifles creativity and innovation (Bonsu, 2024; Lesmana et al., 2022). Additionally, excessive bureaucracy can reduce employees' psychological ownership over their work, discouraging discretionary effort (Abun et al., 2022). However, other studies suggest positive outcomes, including increased work motivation and improved performance in structured environments (Lusiawati et al., 2022; Sanjaya et al., 2024). The findings of the current study align with these perspectives, showing that a well-balanced bureaucratic structure can enhance employee engagement, while excessive bureaucracy negatively affects productivity and performance (Matipa, 2023). Based on the Pearson r correlation results, management should strive to maintain an optimal level of bureaucracy to prevent adverse effects.

Regarding the impact of employee treatment on work engagement, numerous studies have reported positive associations (Sypniewska et al., 2023; Abun et al., 2023; Unsal & Rayfield, 2020). However, the current study found no significant correlation between employee treatment and work engagement. This suggests that high work engagement is not necessarily driven by employee treatment alone but may be influenced by other organizational factors, such as organizational culture, workplace relationships, and overall organizational climate (Kodden, 2022; Jiony et al., 2015; Afrifa et al., 2022).

Conclusion

The study aimed to examine the effects of a bureaucratic work environment and employee treatment on work engagement. The results indicate that both the bureaucratic work environment and work engagement in the institution are rated as high, while employee treatment is considered moderate. Pearson r correlation analysis reveals a significant correlation between the bureaucratic work environment and work engagement; however, no significant correlation was found between employee treatment and work engagement.

The study acknowledges its limitations, particularly due to the limited population and scope of variables examined. Further research is recommended to explore the effects of organizational culture and organizational climate on work engagement.

Authors' contribution: ***Conceptualization***: D.A., M.J.E., M.G.S., E.P.A., L.G.R.M., M.T.N. ***Data gathering***: D.A., M.J.E., M.G.S., E.P.A., L.G.R.M., M.T.N. ***Data Analysi***s: D.A., M.J.E., M.G.S., E.P.A., L.G.R.M., M.T.N.

Conflict of interest statement: The authors declare no conflict of interest.

Funding: The study was funded by the authors.

Ethical statement: the study was approved by the research ethics committee before it was carried out.

References

Abane, J.A. & Asamoa, E.Y. (2020). *The bureaucratic structure hypothesis*. Springer

Abun, D. & Ranay, F. B., Magallanes, T., Encarnacion, M.J. & Alkalde, F. (2020). Employee treatment and work engagement: The Philippines context. *Proteus Journal, 11*(10). Available at SSRN: https://ssrn.com/abstract=3780567

Abun, D., Menor, R.I., Catbagan, N.C., Magallanes, T. & Ranay, F.B. (2021). Organizational climate and work engagement of employees of divine word colleges in Ilocos Region, Philippines. *International Journal of Research in Business and Social Science*, *10*(1), 107-121. https://doi.org/10.20525/ijrbs.v10i1.1017

Abun, D., Ranay, F. B., Reyes, J. B. & Menor, R I. (2023). The effect of treatment of employees on the level of work engagement: School context. *Divine Word International Journal of Management and Humanities 2*(1), 148-165. https://ssrn.com/abstract=4398718

Abun, D., Magallanes, T., Encarnacion, M.J., Alkalde, F., & Somera, K.A. (2019). Investigation of the cognitive and affective attitude of students toward the environment and their environmental behavioural intention to join the environmental movement and energy conservation. The *International Journal of Business Management and Technology*, *3* (6). https://doi.org/10.13140/RG.2.2.16407.50085

Abun, D., De la Gente, J.F., & Encarnacion, M.J. (2022). The effect of bureaucratic and humanistic leadership style on the innovative work behaviour of employees. *Divine Word International Journal of Management and Humanities, 1*(1), 41-57. https://doi.org/10.62025/dwijmh. v1i1.6

Afrifa, S., Fianco, S.K., Amoah, N. & Dzogbewu, T.C. (2022). The effect of organizational culture on employee work engagement in a higher education institution. *Organizational Cultures, 22*(2), 89-104. https://doi.org/10.18848/2327-8013/CGP/v22i02/89-104

Alanoglu, M. & Demirtas, Z. (2021). The effect of bureaucratic school structure on teachers' job satisfaction: The mediator role of the organizational justice. *Research in Educational Administration & Leadership, 6*(2).

American Catholic. Org (2013). *Still a Bureaucracy: Normal Paper Works Continues its Flow at the Vatican.* Library of Congress. https://www.americancatholic.org

Andorno, R., & Pele, A. (2015). Human dignity. In: Ten Have, H. (eds) *Encyclopedia of global bioethics*. Springer. https://doi.org/10.1007/978-3-319-05544-2_231-1

Andorno, R. (2014). Human dignity and human rights. In: ten Have, H., Gordijn, B. (eds) *Handbook of global bioethics*. Springer. https://doi.org/10.1007/978-94-007-2512-6_66

Ariola, M.M. (2006). *Principles and methods of research*. National Bookstore

Armandi, B., & Mills E.W. (1985). Bureaucratic and personalized strategies for efficiency and organization: An investigation of structures and efficiency in a set of 104 profit-seeking firms. *American Journal of Economics and Sociology, 44*(3), 261- 277.

Aylsworth, T., & Castro, C. (2024). Respect for humanity. In: *Kantian ethics and the attention economy.* Palgrave Macmillan. https://doi.org/10.1007/978-3-031-45638-1_2

Bakker, A.B. & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International, 13*, 2092231494. https://doi.org/10.1108/13620430810870476

Bakker, A.B., Schaufeli, W.B., Leiter, M.P. & Taris, T.W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress*, *22*(3), 187-200. https://doi.org/10.1080/02678370802393649

Bakker, A.B. & Bal, P.M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, *83*, 189-206. https://doi.org/10.1348/096317909X402596

Bakker, A.B. Demerouti, E., & ten Brummelhuis, L.L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, *80*(2), 555-564. https://doi.org/10.1016/j.jvb.2011.08.008

Bakker, A.B., Demerouti, E. & Sanz-Vergel, A.I. (2014). Burnout and work engagement: the JD-R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 389-411. https://doi.org/10.1177/2165079916653414

Bakker, A.B. & Albrecht, S. (2018). Work engagement: current trends. *Career Development International, 23* (1), 4-11. https://doi.org/10.1108/CDI-11-2017-0207

Barnard, C. I. (1966). *The functions of executive.* Harvard University Press.

Barsade, S. & O'Neill, O.A. (2014). Employees who feel love perform better. *Harvard Business Review*. https://hbr.org/2014/01/employees-who-feel-love-perform-better

Bayertz, K. (1996). Human dignity: Philosophical origin and scientific erosion of an idea. In: Bayertz, K. (eds) *Sanctity of life and human dignity*. Springer. https://doi.org/10.1007/978-94-009-1590-9_5

Beach, M.C., Duggan, P.S., Cassel, C.K., & Geller, G. (2007). What does 'respect' mean? Exploring the moral obligation of health professionals to respect patients. *Journal of General Internal Medicine, 22*, 692–695. https://doi.org/10.1007/s11606-006-0054-7

Boafo, I.M. (2018). The effects of workplace respect and violence on nurses' job satisfaction in Ghana: a cross-sectional survey. *Human Resource for Health, 16*(6). https://doi.org/10.1186/s12960-018-0269-9

Boden-Stuart, Z. & Larkin, M. (2023). *Relationship and mental health*. Springer.

Börnfelt, P.O. (2023). The bureaucratic organization. In: *Work organization in practice*. Palgrave Macmillan. https://doi.org/10.1007/978-3-031-21667-1_3

Bodley, J. H. (2002). *The Power of Scale: A Global History Approach*. M.E. Sharpe

Bonsu, C.O. (2024). The effect of bureaucracy on organizational performance. *International Journal of Multidisciplinary Studies and Innovative Research, 12*(2), 1795-1802. https://doi.org/ 10.53075/Ijmsirq/0545435634658

Brenner, A. (2014). The ABCs of caring relationship. *Psychology Today*. Retrieved March 2, 2024 from https://www.psychologytoday.com/us/blog/in-flux/201709/the-abcs-caring-relationship

Brooks, J.D. (2018). Just a Little Respect: Differences in job satisfaction among individuals with and without disabilities. *Wiley Online Library*. https://doi.org/10.1111/ssqu.12543

Brown, D.K. (2018). Max Weber and organizational theory. In: Farazmand, A. (eds) *Global encyclopedia of public administration, public policy, and governance*. Springer. https://doi.org/10.1007/978-3-319-20928-9_61

Buettner, J.A. (2017). *The mitigating effects of the bureaucratic environment on information technology implementation projects*. California State University Press.

Burton, n. (2015). Empathy versus sympathy. *Psychology Today*. Retrieved March 2, 2024 from https://www.psychologytoday.com/us/blog/hide-and-seek/201505/empathy-vs-sympathy

Busto, A.V. (2013). *The Philippine Labor Code*. A.V.B. Printing Press.

Byrne, Z. S., Palmer, C. E., Smith, C. L., & Weidert, J. M. (2011). The engaged employee face of organizations. In M. A. Sarlak (Ed.), *The new faces of organizations in the 21st century* (pp. 93–135). NAISIT Publishers.

Calayag, K.A. (2018). House Approves Security of Tenure Bill. *Sun Star Philippines*. https://www.sunstar.com.ph/article/416435.

Candiotto, L. (2024). The problem of sentience. *Phenomenology and the Cognitive Sciences, 23*(4). https://doi.org/10.1007/s11097-024-09994-7

Caritas Australia (n.d). *The dignity of the human person*. Retrieved February 11, 2024 from https://www.caritas.org.au/learn/cst/dignity-of-the-human-person

Celeverism (n.d). Understanding Bureaucratic Leadership. *Cleverism.* https://www.cleverism.com

Chen, Q., Li, J., Shen, R. Wang, R., Xu, J. & Zhou, J. (2024). Career adaptability and work engagement: the roles of person-organization fit and job insecurity. *BMC Psychology, 12*, 562. https://doi.org/10.1186/s40359-024-01907-2

Chi, M. T., Adams, J., Bogusch, E. B., Bruchok, C., Kang, S., Lancaster, M., et al. (2018). Translating the ICAP theory of cognitive engagement into practice. *Cognitive Science, 42*(6), 1777–1832

Choi, S. (2011). Organizational justice and employee work attitudes: The federal case. *American Review of Public Administration, 41,* 185-204. https://doi.org/10.1177/0275074010373

Clack, L. (2021). Employee engagement: Keys to organizational success. In: Dhiman, S.K. (eds) *The Palgrave Handbook of workplace well-being.* Palgrave Macmillan. https://doi.org/10.1007/978-3-030-30025-8_77

Cochrane, A. (n.d). Environmental Ethics. *Internet Encyclopedia of Philosophy*. Retrieved March 10, 2024 from https://www.iep.utm.edu/envi-eth/

Cooper, A.A. & Feeny, N.C. (2017). *Emotional engagement*. ScienceDirect

Costa, H. (2018). Workplace relationships. In: Shackelford, T., Weekes-Shackelford, V. (eds) *Encyclopedia of evolutionary psychological science*. Springer. https://doi.org/10.1007/978-3-319-16999-6_2815-1

Dåderman, A.M., Basinska, B.A., Ragnestål-Impola, C., Hedman, M., Wicksell, A., Lindh, M.F. & Cider, A. (2024). Crafting an ultrashort workplace incivility scale and determining cutoffs for varied risk levels through item response theory. *Current Psychology, 43,* 31343–31357. https://doi.org/10.1007/s12144-024-06495-3

Development and Peace (2000). *The dignity of the human person*. Retrieved February 9, 2024 from https://www.devp.org/sites/www.devp.org/files/documents/materials/devpeace_cst_principles.pdf

Derr, P., Goble, R., Kasperon, R.E., Kates, R.W. (1985). Protecting workers, protecting publics: The ethics of differential protection. In: Whipple, C., Covello, V.T. (eds) *Risk analysis in the private sector*. Springer. https://doi.org/10.1007/978-1-4613-2465-2_21

Dillon, R.S. (2018). Respect. *Stanford Encyclopedia of Philosophy*. Retrieved February 10, 2024, from https://plato.stanford.edu/entries/respect/#KanAccResForPer

Dwyer, D. (2009). *Victim of health insurance company "speak out".* ABC News. https://abcnews.go.com

Edery, R.A. (2017). The influence of organizational respect on job satisfaction in the human services: Findings from a New York state multi-site job satisfaction cross-sectional survey – A short commentary. *International Journal of Emergency Mental Health and Human Resilience, 19*(3), 1-2. https://doi.org/10.4172/1522-4821.1000368

Eldor, L. & Shoshani, A. (2016). Caring relationship in school staff: Exploring the link between compassion and teacher work engagement. *Teacher and Teaching Education, 59*, 126-136. https://doi.org/10.1016/j.tate.2016.06.001

Erkoc, T.E. (2022). Bureaucracy and efficiency. In: Farazmand, A. (eds) *Global encyclopedia of public administration, public policy, and governance*. Springer. https://doi.org/10.1007/978-3-030-66252-3_617

Finer, H. (1941). Administrative responsibility in democratic government. *Public Administration Review, 1*, 335-350

Florea, L., Cheung, Y. H., & Herndon, N. C. (2013). For all good reasons: role of values in organizational sustainability. *Journal of Business Ethics, 114,* 393–408. https://doi.org/10.1007/s10551-012-1355-x

Friedrich, C. (1940). Public policy and the nature of administrative responsibility. In C. J. Friedrich (Ed.), *Public Policy.* Harvard University Press.

Gallup (2022). *State of the global workplace: 2022 Report*. Retrieved from https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx

Gaweda, A.M., & Lynch, C.F. (2022). Exploration of the week-by-week icap transitions by students. In: *Proceedings of the 53rd ACM Technical Symposium on Computer Science Education, 2,* 1088–1088.

Gerbasi, A., Emery, C. & Parker, A. (2023). *Understanding workplace relationships: An examination of antecedence and outcomes.* Springer.

Gormally, L. (2004). Pope John Paul II's teaching on human dignity and its implications for bioethics. In: Tollefsen, C. (eds) *John Paul II's contribution to Catholic bioethics*. Springer. https://doi.org/10.1007/978-1-4020-3130-4_2

Gotoh, R., & Richardson, H. (2024). Introduction to dignity, freedom and justice. In: Gotoh, R. (eds) *Dignity, freedom and justice*. Springer. https://doi.org/10.1007/978-981-97-0519-1_1

GOVPH (1987). The 1987 Constitution of the Republic of the Philippines – Article XIII. *Official Gazette.* https://www.officialgazette.gov.ph

Green, P.I., Finkel, E.J., Fitzsimons, G.M., & Gino, F. (2017). The energizing nature of work engagement: Toward a new need-based theory of work motivation. *Research in Organizational Behavior, 37*, 1-18. https://doi.org/10.1016/j.riob.2017.10.007

Guo, J., Qiu, Y. & Gan, Y. (2020). Workplace incivility and work engagement: The chain mediating effects of perceived insider status, affective organizational commitment and organizational identification. *Current Psychology*, *41*, 1809–1820. https://doi.org/10.1007/s12144-020-00699-z

Gurchiek, K. (2016). Survey: Respect at work boots job satisfaction. *SHRM*. Retrieved March 2, 2024, from https://www.shrm.org

Haddad, A.M. (2015). Care ethics. In: ten Have, H. (eds) *Encyclopedia of global bioethics*. Springer. https://doi.org/10.1007/978-3-319-05544-2_69-1

Hall, R. H. (1963). The concept of bureaucracy: An empirical assessment. *American Journal of Sociology, 69*(1), 32-40.

Hart, S. L., & Milstein, M. B. (2003). Creating sustainable value. *Academy of Management Perspective, 17*, 56–67. https://doi.org/10.5465/ame.2003.10025194

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*, 268–279. https://doi.org/10.1037/0021-9010.87.2.268

Hasegawa, K. (2024). Human dignity as a global common good. In: Gotoh, R. (eds) *Dignity, freedom and justice.* Springer. https://doi.org/10.1007/978-981-97-0519-1_5

Hassan, S. (2012). Does fair treatment in the workplace matter? An assessment of organizational fairness and employee outcome in government. *The American Review of Public Administration, XX (X),* 1-9. https://doi.org/10.1177/0275074012447979

Haveman, H.A., Kluttz, D.N. (2016). Bureaucracy. In: Augier, M., Teece, D. (eds) *The Palgrave Encyclopedia of strategic management.* Palgrave Macmillan. https://doi.org/10.1057/978-1-349-94848-2_534-1

Heiland, C.R., Daniels, J.P., Shane, H.M. & Wall, J.L. (1984) The ethical imperative: Myth or reality? *Journal of Business Ethics 3*, 119–125 (1984). https://doi.org/10.1007/BF02388813

Heartbeat Consulting Group (2020). *Global employee engagement data 2020*. Retrieved from https://heartbeat.peakon.com/data/employee-engagement/

Hidayah, R.U., Nazaruddin, I. (2017). *The effect of leadership style, work motivation, organizational culture and job discipline on employee's performance*. Springer. https://doi.org/10.1007/978-981-287-661-4_26

Hobfoll, S.E., Johnson, R.J., Ennis, N. & Jackson, A.P. (2003). Resource loss, resource gain, and emotional outcomes among inner-city women. *Journal of Personality and Social Psychology*, *84*, 632643.1498. https://doi.org/10.1037/0022-3514.84.3.632

Hodson, J.D. (1983). The ethics of respect for persons. In: *The ethics of legal coercion. Philosophical studies series in philosophy.* Springer. https://doi.org/10.1007/978-94-009-7257-5_1

Hodson, R. (2004). Work-life and social fulfilment: Does social affiliation at work reflect a carrot or a stick? *Social Science Quarterly 85*(2), 221–239. https://doi.org/10.1111/j.0038-4941.2004.08502001.x

Honneth, A. 1982. Work and instrumental action: on the normative basis of critical theory. *Thesis Eleven* 5/6, 162–184.

Honneth, A. 1996. *The struggle for recognition: The moral grammar of social conflicts.* MIT Press

Houston, E. (2020). The importance of positive relationships in the workplace. *Positive Psychology*. Retrieved March 2, 2024, from https://positivepsychology.com/positive-relationships-workplace/

Howard, P.K. (2012). To fix America's education bureaucracy, we need to destroy it. *The Atlantic.* https://www.theatlantic.com

Hummel R (2007). *The bureaucratic experience: the postmodern challenge, 5th edn*. Routledge.

Ionescu, L., Lăzăroiu, G.& Iosif, G. (2012): Corruption and bureaucracy in public services. *Amfiteatru Economic Journal, 14* (6), 665-679.

Jimenez, J.B. (n.d). *The Philippine Labor Relations Laws and Jurisprudence*. Ramon T. Jimenez Publishing.

Jimenez, R.T. (2002). *Practical Guidelines in Employee Relations*. Ramon T. Jimenez Publishing.

Jiony, M.M., Gom, D., Tanakinjal, G.H. & Siganul, R. (2015). Understanding the effect of organizational culture and employee engagement on organizational performance using organizational communication as mediator: A conceptual framework. *American Journal of Economics, 5*(2), 128-134. https://doi.org/10.5923/c.economics.201501.13

Johnson, R. (2016). Kant's moral philosophy. *Stanford Encyclopedia of Philosophy*. Retrieved February 15, 2024 from https://plato.stanford.edu/entries/kant-moral/#DutResForMorLaw.

Kang, H.S. (2005). Administrative discretion in the transparent bureaucracy. *Public Administration Quarterly, 29*(1), 162-185.

Kang, J. K., Jiao, P.-D., Tay, J.-H., & Gan, S. K.-E. (2024). The Relationship between perceived workplace bureaucracies, self-efficacy and job motivation over the COVID-19 pandemic. *Sage Open, 14*(4). https://doi.org/10.1177/21582440241293505

Kerstein, S. (2019). Treating persons as means. *Stanford Encyclopedia of Philosophy.* https://plato.stanford.edu

Kim, S.E. & Rubianty, D. (2011). Perceived fairness of performance appraisals in Federal Government: Does it matter? *Review of Public Personnel Administration, 31*, 329-348. https://doi.org/10.1177/0734371X11428903

Kim, W., Park, C. H., Song, J. H., & Yoon, S. W. (2012). Building a systematic model of employee engagement: The implications to research in human resource development. In J. Wang & J. Gedro (Eds.), 2012 *Conference Proceedings of the Academy of Human Resource Development (pp. 3916-3949).* St. Paul: The Academy of Human Resource Development

Kodden, B. (2020). The effect of person-organization fit on work engagement and performance. In: *The art of sustainable performance*. Springer. https://doi.org/10.1007/978-3-030-46463-9_8

Koeswayo, P. S., Haryanto, H., & Handoyo, S. (2024). The impact of corporate governance, internal control and corporate reputation on employee engagement: a moderating role of leadership style. *Cogent Business & Management*, *11*(1). https://doi.org/10.1080/23311975.2023.2296698

Kukreja, S. (n.d). Bureaucratic leadership guide: Definitions, pros & cons, examples. *Management Study HQ*. https://www.managementstudyhq.com

Kuok, A.C.H. & Taormina, R.J. (2017). Work engagement: Evolution of the concept and a new inventory. *Psychological Thoug*ht*, 10*(2), 262-287. https://doi.org/10.5964/psyct.v10i2.236

Labor Law PH. (2023). Management prerogative. *AMSLAW*. https://amslaw.ph/philippine-laws/labor-law/labor-code-law-of-the-philippines(1)

Langer, J., Feeney, M.K., Lee, S.E. (2017). Employee fir and job satisfaction in bureaucratic and entrepreneurial work environments. *Review of Public Personnel Administration, 39*(3). https://doi.org/ 10.1177/0734371X17693056

Lesmana, D., Rosadi, B., Hermana, D. & Liu, R. (2022). Analyzing the effect of bureaucratic leadership on public service motivation and job performance. *Journal of Local Government Issues, 5(*2), 114-127. https://doi.org/10.22219/logos. v5i2.20904

Lind, E.A. & Tyler, T.R. (1988). *The social psychology of procedural justice*. Plenum Press.

Lindhout, P., & Reniers, G. (2021). Involving moral and ethical principles in safety management systems. *International journal of environmental research and public health*, *18*(16), 8511. https://doi.org/10.3390/ijerph18168511

Linsley, P.M. (2015). Application of an ethic of care to business. In: Sison, A. (eds) *Handbook of virtue ethics in business and management*. Springer. https://doi.org/10.1007/978-94-007-6729-4_68-1

Liu, C. Z., Lv, H. G., & Meng, H. (2020). The relationship between social self-efficacy and occupational well-being, job performance: The mediation role of workplace ostracism. *Journal of Psychological Science*, *43*(1), 172–179. https://doi.org/10.16719/j.cnki.1671-6981.20200124

Lövstål, E., & Jontoft, AM. (2017). Tensions at the intersection of management control and innovation: a literature review. *Journal of Management Control, 28*, 41–79. https://doi.org/10.1007/s00187-016-0244-3

Lusiawati, I., Harits, B., & Turmudzi, D. (2022). The effect of bureaucracy professionalism, organizational communication climate, and work motivation on employee performance at Regional Income Management Agency Bandung City. *International Journal of Special Education, 37*(3).

Lysova, E.I., Tosti-Kharas, J., Michaelson, C., Fletcher, L., Bailey, C. & McGhee, P. (2023). Ethics and the future of meaningful work: Introduction to the special issue. *Journal of Business Ethics, 185*, 713–723. https://doi.org/10.1007/s10551-023-05345-9

Malpas, J., & Lickiss, N. (2007). Human dignity and human being. In: Malpas, J., Lickiss, N. (eds) *Perspectives on human dignity: A conversation*. Springer. https://doi.org/10.1007/978-1-4020-6281-0_3

Martin, D. (2010). *Gates criticizes bloated military bureaucracy*. ABC News. https://abcnews.go.com

Maslach, C. & Leiter, M.P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it.* Jossey-Bass.

Matipa, B. (2022). Social consequences of bureaucracy. In: Farazmand, A. (eds*) Global encyclopedia of public administration, public policy, and governance*. Springer. https://doi.org/10.1007/978-3-030-66252-3_647

Matjie, M. (2018). Bureaucracy and personality. In: Farazmand, A. (eds) *Global encyclopedia of public administration, public policy, and governance.* Springer. https://doi.org/10.1007/978-3-319-31816-5_674-1

Matipa, B. (2022). Social consequences of bureaucracy. In: Farazmand, A. (eds) *Global encyclopedia of public administration, public policy, and governance.* Springer. https://doi.org/10.1007/978-3-030-66252-3_647

McAuliffe, D. (2023). An ethic of care: Contributions to social work practice. In: Hölscher, D., Hugman, R., McAuliffe, D. (eds) *Social work theory and ethics*. Springer. https://doi.org/10.1007/978-981-19-1015-9_18

Melé, D. (2003). The challenge of humanistic management. *Journal of Business Ethics 44*, 77–88. https://doi.org/10.1023/A:1023298710412

Mental Health Foundation (2016). Relationship in the 21st century. *Mental Health Foundation.* Retrieved October 22, 2024 from https://www.mentalhealth.org.uk/

Merton, R. (1952). *Bureaucratic structure and personality in the reader in bureaucracy*. Free Press

Millett, J. D. (1967). Enterprise-operations and administration: Some Notes on a systematic theory of organized endeavor. *Public Administration Review, 27*(5), 421- 428.

Mishra, S.S. (2019). Bureaucratic culture in the context of globalization. In: Farazmand, A. (eds) *Global encyclopedia of public administration, public policy, and governance*. Springer. https://doi.org/10.1007/978-3-319-31816-5_3786-1

Moch, M.K. & Morse, E.V. (1977). Size, centralization, and organizational adoption of innovations. *American Sociological Review, 42*(10), 716-725.

Mohamed, M.A., Mohamud, F.A.S, Mohamud, I.H. & Farah, M.A. (2024) The influence of workplace relationships and job satisfaction of private universities in Mogadishu: employee performance as a mediator variable. *Frontier in Education, 9,* 485356. https://doi.org/10.3389/feduc.2024.1485356

Monteiro, P. & Adler, P.S. (2021). Bureaucracy for the 21st century: Clarifying and expanding our view of bureaucratic organization. *The Academy of Management Annals, 16*(2). https://doi.org/10.5465/annals.2019.0059

Moynihan, D.P., & Pandey, S.K. (2008). The ties that bind: Social networks, person- organization value fit, and turnover intention. *Journal of Public Administration Research and Theory, 18*(2), 205–227. https://doi.org/10.1093/jopart/mum013

Mutiarin, D., Nurmandi, A. & Moner, Y. (2018). *Red tape and bureaucracy*. Springer.

Nadeem, K., Riaz, A. & Danish, R.Q. Influence of high-performance work system on employee service performance and OCB: the mediating role of resilience. *Journal of Global Entrepreneurship Research, 9*(13). https://doi.org/10.1186/s40497-018-0142-2

Noddings, N. (1984). *Caring, a feminine approach to ethics & moral education*. The University of California Press.

Noddings, N. (2002). *Starting at home: Caring and social policy*. The University of California Press

Oliveira, A. F., Junior G., S., & Poli B. V. (2020). Antecedents of well-being at work: trust and people management policies. *Revista de Administração Mackenzie, 21(*1). https://doi.org/10.1590/1678-6971/eRAMD200105

Olejniczak, T. (2018). Bureaucracy and culture. In: Farazmand, A. (eds) *Global encyclopedia of public administration, public policy, and governance*. Springer. https://doi.org/10.1007/978-3-319-20928-9_631

Organ, D. & Greene, C. (1981). The effects of formalization on professional involvement: A compensatory process approach. *Administrative Science Quarterly, 26*(2), 237-252.

Peters, B. G. (1993). Searching for a role: The civil service in American democracy. *International Political Science Review, 14*(4), 373-386.

Pizzolitto, E., Verna, I. & Venditti, M. (2022). Authoritarian leadership styles and performance: a systematic literature review and research agenda. *Management Review Quarterly, 73,* 841–871 .https://doi.org/10.1007/s11301-022-00263-y

Preston, L. M. (1987). Freedom and Bureaucracy. *American Journal of Political Science, 31*(4), 773-795.

Puolokainen, T., Jaansoo, A. (2018). Bureaucracy and service delivery. In: Farazmand, A. (eds) *Global encyclopedia of public administration, public policy, and governance*. Springer. https://doi.org/10.1007/978-3-319-31816-5_3280-1

Quaisi, A. (2015). *The impact of bureaucracy characteristics on leadership.* Unpublished Dissertation: Missouri State University. https://doi.org/10.13140/RG.2.1.3527.6004

Read, E. & Birch, J. (2023). Animal sentience and the capabilities approach to justice. *Biology and Philosophy, 38***(**26). https://doi.org/10.1007/s10539-023-09914-0

Regan, T. (2004). *The case for animal rights, 2nd ed.* The University of California Press

Regan, T. 1983. *The case for animal rights*. University of California Press.

Republic of the Philippines (1953). An act to promote industrial peace and for other purposes (Repealed by Presidential Decree, No 442). *The LAWPHIL Project: Arellano Law Foundation*. https://lawphil.net/statutes/repacts/ra1953/ra_875_1953.html.

Rosanne, R. (2014). It's all about relationships. *Nursing Management, 46*(11).

Rose-Ackerman, S. (1986). Reforming public bureaucracy through economic incentives? *Journal of Law, Economics, & Organization, 2(*1), 131-161.

Ross, A. (2009). What is the 'force' of moral law in Kant's practical philosophy? *Parallax,15* (2), 27 — 40. https://doi.org/10.1080/13534640902792994

Rubin, E.V. (2011). Exploring the links between procedural fairness and union membership in the federal government. *Review of Public Personnel Administration, 31*, 128-142. https://doi.org/ 10.1177/0734371X11408571

Rudolph, L & Susane. R (1979). Authority and power in bureaucratic and patrimonial administration: A revisionist interpretation of Weber on bureaucracy. *World Politics, 31*(2), 195-227.

Sanjaya, R., Chablullah, W. & Sajiyo (2024). The influence of bureaucratic leadership style, work culture, and work discipline on the performance of employees of the Riau Islands Provincial Secretariat with work motivation

as an intervening variable. *Journal of Multidisciplinary Academic and Practice Studies, 2*(4), 374-397. https://doi.org/10.35912/jomaps.v2i4.2496

Schaufeli, W.B. & Salanova, M. (2007). Work engagement: An emerging psychological concept and its implications for *organizations*. In S.W. Gilliland, D.D. Steiner & D.P. Skarlicki (Eds.), *Research in social issues in management: Vol. 5*. Information Age Publishers.

Schaufeli, W.B. & Bakker, A.B. (2010). Defining and measuring work engagement: bringing clarity to the concept, in Bakker, A.B. and Leiter, M.P. (Eds), *Work engagement: A handbook of essential theory and research*. Psychology Press.

Schleupner R & Kühnel J (2021) Fueling work engagement: The role of sleep, health, and overtime. *Frontier in Public Health, 9*, 592850. https://doi.org/10.3389/fpubh.2021.592850

Schönecker, D., & Schmidt, E. (2017). Kant's ground thesis on dignity and value is the groundwork. *Journal of Value Inquiry,52*, 81–95. https://doi.org/10.1007/s10790-017-9603-z

Schroeder, D., Chatfield, K., Singh, M., Chennells, R., & Herissone-Kelly, P. (2019). Respect and a global code of conduct? In: *Equitable Research Partnerships*. Springer. https://doi.org/10.1007/978-3-030-15745-6_4

Sharpe, M. Outsourcing, organizational competitiveness, and work. *Journal of Labor Research, 18*, 535–549. https://doi.org/10.1007/s12122-997-1021-8

Simon H. (1946). *Administrative Behavior*. Free Press.

Simpson, A.V., Clegg, S. & Pitsis, T. (2013). Normal compassion: A framework for compassionate decision making. *Journal of Business Ethics, 119*, 473–491. https://doi.org/10.1007/s10551-013-1831-y

Singer, P. (1974). All animals are equal. *Philosophical Exchange, 1*(5), 243-257.

Smith, M.K. (2020). *Nel Noddings, The Ethics of Care and Education*. Retrieved March 2, 2024, from https://infed.org/mobi/nel-noddings-the-ethics-of-care-and-education/

Sørensen, E. & Torfing, J. (2024). The ideational robustness of bureaucracy. *Policy and Society*, *43*(2), 141–158. https://doi.org/10.1093/polsoc/puae015

Spence, D. (2017). *Code of conduct*. Springer Nature.

Spreitzer, G., Porath, C. L., and Gibson, C. B. (2012). Toward human sustainability: how to enable more thriving at work. *Organizational Dynamics, 41*, 155–162. https://doi.org/10.1016/j.orgdyn.2012.01.009

SSWI (1994). Higher-level effects on bureaucratic control and due process in organizations. In: *The employment relationship.* Springer. https://doi.org/10.1007/978-0-585-34291-7_5

Staudt, M.S. (2016). Care ethics. *The Internet Encyclopedia of Philosophy*. Retrieved March 1, 2024, from https://www.iep.utm.edu/care-eth/

Suzuki, K., & Hur, H. (2019). Bureaucratic structures and organizational commitment: findings from a comparative study of 20 European countries. *Public Management Review*, *22*(6), 877–907. https://doi.org/10.1080/14719037.2019.1619813

Sypniewska, B., Baran, M. & Kłos, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management – based on the study of Polish employees. *International Entrepreneurship and Management Journal, 19,* 1069–1100. https://doi.org/10.1007/s11365-023-00834-9

Taylor, P. & Jamieson, (2011). Respect for nature: A theory of environmental ethics. *Environmental Ethics, 6*(2), 149-160. https://doi.org/ 10.5840/enviroethics19846239

Tran, V.T., Vu, V.H., Le, E. & Phan, D.H.B. 2024). Does it pay to treat employees well? The case of informal finance. *Journal of Business Finance and Accounting*, *51*(1-2). https://doi.org/10.1111/jbfa.12702

Tran, K.T, Nguyen, P.V., Dang, T.T.U., & Ton, T.N.B. (2018). The impact of high-quality workplace relationships on job performance: A perspective on staff nurses in Vietnam. *Behavioral Sciences, 8*(12), 109. https://doi.org/10.3390/bs8120109

Tsen, M.K., Gu, M., Tan, C.M. & Goh, S.K. (2023). Homeworking and employee job stress and work engagement: A multilevel analysis from 34 European countries. *Social Indicators Research, 168,* 511–538. https://doi.org/10.1007/s11205-023-03138-1

Turner, P. (2020). *Employee engagement in contemporary organizations*. Springer International Publishing.

Unsal, O., & Rayfield, B. (2019). Corporate governance and employee treatment: evidence from takeover defenses. *Journal of Economics and Finance, 44,* 361–391. https://doi.org/10.1007/s12197-019-09478-4

Unsal, O., & Rayfield, B. (2020). Correction to: Corporate governance and employee treatment: Evidence from takeover defences. *Journal of Economics and Finance***,** *44,* 392–416. https://doi.org/10.1007/s12197-019-09486-4

van Dijke, J., van Nistelrooij, I., & Bos, P. (2023). Engaging otherness: care ethics radical perspectives on empathy. *Medicine, Health Care and Philosophy*, 26, 385–399. https://doi.org/10.1007/s11019-023-10152-0

van Helden, J., Reichard, C. (2018). Performance management. In: Farazmand, A. (eds) *Global Encyclopedia of public administration, public policy, and governance*. Springer. https://doi.org/10.1007/978-3-319-20928-9_2315

Wahab, E.O. & Jawando, J.O. (2008). The effects of bureaucracy and its implications for adhocracy in the workplace: A study of Lagos State University. *International Journal of Development and Management Review, 3*(1).

Wang, Y. (2019). *Ethical dilemmas of the modern bureaucracy and its solution*. Springer Nature.

Wang, X., & Cheng, Z. (2020). Cross-sectional studies: Strengths, weaknesses, and recommendations. *Chest Journal*. *158*(1S), 65-71. https://doi.org/10.1016/j.chest.2020.03.012.

Weber M 1904–05 (1958) *The protestant ethic and the spirit of capitalism*. Charles Scribner's Sons.

Wendorff, P. (2022). Bureaucratic control. In: *Politics in software development*. Apress, Berkeley. https://doi.org/10.1007/978-1-4842-7380-7_6

Whylly, S. (2017). Sentient beings. In: Sarao, K.T.S., Long, J.D. (eds) *Buddhism and Jainism. Encyclopedia of Indian religions.* Springer. https://doi.org/10.1007/978-94-024-0852-2_351

Wijaya, S., Ningrum, S., Myrna, R. & Karlina, N. (2021). The relationship between bureaucratic leadership, organizational agility, and organizational performance in the tax sector. *KnE Social Sciences, 7*(5), 563–574. https://doi.org/10.18502/kss.v7i5.10578

Wilkinson, D. & Birmingham, P. (2003). *Using research instruments: A guide for researchers*. Routledge.

Woelert, P., & Stensaker, B. (2024). Strategic Bureaucracy: The convergence of bureaucratic and strategic management logics in the organizational restructuring of universities. *Minerva, 62* (3). https://doi.org/10.1007/s11024-024-09535-1

Wood, V.R. (2015). Organizational commitment and international competitiveness. In: Hawes, J. (eds) *Proceedings of the 1989 Academy of Marketing Science (AMS) annual conference*. Springer. https://doi.org/10.1007/978-3-319-17055-8_27

Xia, F. B., & Lin, Z. (2021). The relationship between organizational citizenship behaviour and workplace exclusion-the suppressing effects of envy. *Soft Science*, *35*(5), 99–103. https://doi.org/10.13956/j.ss.1001-8409.2021.05.15

Yuen, M.MY. (2020). Justice and human dignity in Catholic social teaching. In: *Solidarity and reciprocity with migrants in Asia*. Palgrave Macmillan. https://doi.org/10.1007/978-3-030-33365-2_3

Zhao, L., & Han, Y. (2022). Bureaucratic control across enterprise boundaries: labour organization and the control of the online car-hailing platforms. *Journal of Chinese Sociology, 9*(16). https://doi.org/10.1186/s40711-022-00174-1

Zmud, R. (1982). Diffusion of modern software practices: Influence of centralization and formalization. *Management Science, 28*(12), 1421-1431.

Publisher's Note: DWIJMH stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.

© 2025 by the authors. Licensee DWIJMH. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License (https://creativecommons.org/licenses/by-nc-sa/4.0/)

Divine Word International Journal of Management and Humanities. DWIJMH is licensed under a Creative Commons Attribution 4.0 International License.